



Orbit Credit Services

# Gender Pay Gap Report 2023

**ORBIT**

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We are ORBIT

# Our Current View

At Orbit we want to empower every colleague to be comfortable to be themselves at work. It's why we strive to create and maintain a culture which is firmly grounded in our core values of: We Care, We Find a Better Way and We are Inclusive and Collaborative

Diversity brings different thinking styles and perspectives. That builds our creativity and capacity to find a better way. It also enhances our understanding of the different communities that make up our society. The more we understand, the easier it is to deliver the right outcomes for our consumers.

Prioritising inclusion and belonging improves collaboration and enhances wellbeing; both are fundamental parts of supporting our colleagues, and in turn our business, to thrive.

Our goal is to build inclusion at every level of our business, making Orbit a great place to work for everyone and facilitating equitable access for colleagues to opportunities. Closing our gender pay gap is a key part of this. The actions we've taken in 2023 continue to make steps in the right direction toward Gender Equity. We will walk you through our detailed figures but before we do, we wanted to provide a summary of what's behind them.

We're pleased to report a decrease in our Mean pay gap in 2023. While there is more we can do, our journey to reducing our pay gap over the years is a positive one.

We have seen various fluctuations in the number of females and males in most of our pay quartiles. Our Top quartile remains predominantly female which shows that our recruitment and talent development are providing opportunity for female colleagues to progress.

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	<b>2023</b>	<b>34%</b>	<b>66%</b>	<b>48%</b>	<b>52%</b>	<b>82%</b>	<b>18%</b>	<b>41%</b>	<b>59%</b>
	<b>2022</b>	28%	72%	35%	65%	72%	28%	43%	57%

One advantage of us being part of a larger group, is that we can offer people the chance to develop themselves into roles which span across Cabot Credit Management. We've been pleased to see this happen for some Orbit colleagues in the last 12 months. However, their promotion has an impact on our figures. Our Upper Middle Quartile again shows a widening as those female colleagues become employed at group level and no longer contribute to our statistics.

The other factor which continues to impact the reported difference in the Upper Middle Quartile is that the majority of our Orbit Field Customer Consultants fall into this quartile. This team has a considerably higher ratio of males to females. We continue to target recruitment campaigns and promotions at encouraging more females into our Field Teams. Our focus will remain on this area, as those methods succeeding are fundamental to narrowing the imbalance in that area and that quartile as a whole. The gaps we have can be largely attributed to this imbalance. Our lower quartiles remain more heavily female but both narrow by 6% and 13% respectively with the lower middle nearly becoming even. This shows access to roles at Orbit is open to all. We will continue to monitor the equality of these ratios to ensure our policies are working and that the movement is not part of any longer-term trend or pattern which might need consideration.



John Yung

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Managing Director of Cabot UK



Leo Weston

Orbit Operations & Strategy Director



Julie Williams

HR Director of Cabot UK

# Our Current View

We remain committed to developing our talented colleagues to even out that representation over the coming year across all parts of the Orbit. What is important is that the pipeline exists, it works, and we will continue to ensure that the right person is being promoted regardless of gender.

We head in 2024, knowing we are challenging ourselves in a positive way to make sure everyone at Orbit and, more widely, Cabot Credit Management is given the best possible chance to succeed.

Here are just some of the actions we are taking:

## Introduction of Employee Resource Groups:

In 2023, we introduced two new employee resource groups:

*The UK Chapter of Women@Encore & Allies (WeAll)*

*The Black Employee Network*

The groups are led by our colleagues, for our colleagues, and receive support and sponsorship from our business leaders. Our aim is to make Orbit and Cabot Credit Management, a place where everyone can thrive. We see ERGs as critical to achieving that vision by providing support to our diverse team members and promoting inclusive practices. We hope to expand the number of ERGs further in the future, but for now are focused on embedding and enabling these two forums.

The programs are gathering pace, with the number of members and allies continuing to build.



**Black  
Employee  
Network**  
@encore

## Ensuring Female Representation:

We know that equitable representation is key to reducing our gender pay gap. While Orbit's senior female representation is strong, we are working to improve female representation within our Field Team. Our Field Operations leaders and Talent Acquisition teams are collaborating to ensure that we are working to attract female talent in this area, and we are regularly reviewing our policies to ensure that all colleagues are provided with the support and opportunities they need to thrive. As an example, in 2023 we improved our family friendly policies and maternity and adoption pay, positively impacting the financial circumstances of our colleagues' family leave.

In 2023, we decided to challenge ourselves by signing up to the HM Treasury Women in Finance Charter. The Charter's purpose is to enable financial services organisations to work together to build a more balanced and fair industry. By signing the Charter, we are pledging to be amongst the best businesses in the sector. The Charter reflects the government's aspiration to see gender balance at all levels across financial services firms and we believe it will positively challenge us in ways which will narrow our pay gap and hold us to account through the targets we will agree.



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# Our Current View

Development of our talent is key to driving representation, and we're also developing an internal Women in Leadership development pathway to be launched as part of our wider Leadership Development offering. This will look to tangibly prepare the depth of female talent we have, to step into more senior and STEM roles when they become available. In addition, DEI is embedded within our Talent Management framework with focus upon understanding and developing the diversity of our talent pools.



## Pay Equity:

We periodically complete Pay Equity Reviews across our business to ensure that we continue to pay fairly and equitably across roles, and also understand our gender-balance at role-level. Our Reward team carried out this exercise again in 2023, and we're pleased that this demonstrated we have broad alignment in pay at each level (taking into account tenure and skills), which tells us that our policies and controls are working. In certain roles our gender balance is not where we would like it to be, and we are committed to working to change this.

Everything we've spoken about is a constant cycle which we will continue to update you about in our future reports. We believe we are focused on the right areas and the data shows equity is possible over a longer period by focusing on the actions we've been taking and continue to take.

We can confirm the data printed in this report is accurate.

Signed by John Yung



John Yung

President of International and Cabot Credit Management



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# Our Structure

## Who we are | Encore Capital Group | European businesses

If you are not already aware of our set up here at Orbit, here's a bit of background.

Encore Capital Group has three primary business units – Cabot Credit Management (CCM), Midland Credit Management (MCM) and Latin America Asia Pacific (LAAP).

Headquartered in London, CCM, is one of the largest credit management service providers in Europe and a market leader in the UK and Ireland.

CCM consists of ten different businesses who provide a range of credit management services to a broad client base including some of Europe's largest credit providers. Our debt servicing offerings include early-stage collections, business process outsourcing, contingent collections, trace services and litigation. CCM currently employs around 3,000 people across its 18 offices in the UK and mainland Europe. Wescot forms part of CCM.



## Our MVV

### What we stand for

At CCM, we understand the power our actions can have on our consumers and the significance of our role in contributing to a healthy credit ecosystem. With this in mind, along with our parent company Encore Capital Group, we created an Mission, Vision and Values (MVV) that reflects and strengthens our culture we have at CCM.

Our culture is reflected in our Mission which is to 'create pathways to economic freedom' through our interactions with consumers. Our colleagues are committed to supporting consumers to achieve economic freedom by working in partnership with them to understand their challenges, find good outcomes to what they owe and make a positive difference to their lives. We understand that no two people are the same, and through our interactions with consumers we can help them to find a better way to restore their financial health.

Our Vision, to 'help make credit accessible by partnering with consumers to restore their financial health' continues this intent to make everything about freeing people from what they owe.

We have created our Values – We Care, We Find a Better Way and We are Inclusive and Collaborative - to help guide our actions and behaviours.

They represent what we have heard from colleagues; namely who they are, how they work, what they value, and the sort of environment they want to work in. Our Values create an environment that give a sense of belonging and celebrates diversity in the way we think.



#### Mission:

Creating pathways to economic freedom



#### Vision:

We help make credit accessible by partnering with consumers to restore their financial health



#### Values:



#### We care:

We put people first and engage with honesty, empathy, and respect



#### We find a better way:

We deliver our best in everything we do, find ways to make a positive difference, and achieve impactful results



#### We are inclusive and collaborative:

We embrace our differences and work together to ensure every individual can thrive

# Understanding the Gender Pay Gap



## What's a Gender Pay Gap show?

A Gender Pay Gap (GPG) is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles.

It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

## What's the difference between median and mean pay gap?

### Median pay gap

Imagine if all our female colleagues stood next to each other in a line. They order themselves from the lowest hourly pay to highest and then our male colleagues did the same. The Median GPG is the difference in pay between the female colleague in the middle of their line and the male colleague in the middle of their line as a percentage.

### Mean pay gap

The Mean GPG shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles. This number is calculated by adding up all of the people in the lines rate of pay and dividing it by the number of people in the line.



## Why is the Mean Gender Gap higher than the Median Gender Gap?

The Mean (average) as a calculation is more sensitive to having more of a particular gender in senior positions, which leads to a higher result. Where the Median (mid-point) being based on a rank of employees, leads to a lower result.

# Gender Pay Gap

Reporting Requirement	2021 %	2022 %	2023 %
Mean gender pay gap	14%	11%	6%
Median gender pay gap	9%	4%	6%

## Gender Mix and each pay quartile

The proportion of male and female colleagues according to quartile pay bands is:

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	<b>2023</b>		<b>34%</b>	<b>66%</b>	<b>48%</b>	<b>52%</b>	<b>82%</b>	<b>18%</b>	<b>41%</b>
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The overall gender mix is 49% females and 51% males.

Our lower middle quartile has evened out considerably. The Upper Middle quartile has shown a further shift to a male dominance. This is actually caused by a positive outcome. Orbit being a smaller entity of the Cabot Credit Management Group (circa 10% of group colleagues) finds many of its progression opportunities from our people progressing into the wider Cabot group structure. We have seen further female colleagues successfully develop into group level roles, at which point they are no longer counted on the Orbit statistics when they move to Cabot contracts.

We continue to have a predominantly female lower and lower middle quartile and it is down to us to continue using the methods explained in our summary to progress our next talent into Upper Quartile positions.

## Bonus Gap



$$(( \text{£XX} - \text{£XX} ) \div \text{£XX} ) \times 100 = \text{XX}\%$$

The Bonus Gap is the female average bonus, subtracted from the male average bonus, divided by the male average bonus, multiplied by 100.

Reporting Requirement	2021 %	2022 %	2023 %
Mean bonus gender pay gap	48%	50%	<b>38%</b>
Median bonus gender pay gap	44%	60%	<b>0%</b>

### Median Bonus gap

Imagine if all our female colleagues who received a bonus stood next to each other in a line. They order themselves from the lowest bonus received to highest and then our male colleagues who received a bonus did the same. The median bonus gap is the difference in bonus between the female colleague in the middle of their line and the male colleague in the middle of their line as a percentage.

### Mean Bonus gap

The mean bonus gap shows the difference in mean bonus between men and women. This number is calculated by adding up all of the bonuses awarded and dividing it by the number of people who received one.



## Receiving a bonus

The proportion of females and males who received a bonus was 78% females and 75% of males. The majority of Orbit roles which standardly receive a bonus are field-based colleagues. There is a rigorous and tested matrix which document the levels of performance required to achieve bonus and this is a level playing field within the Field Customer Consultant Role. The significant increase in percentage across both genders is accounted for by a one-off cost of living bonus in the period for a large number of colleagues. This was awarded to try and support our colleagues in these tough economic times.



We have targeted recruitment campaigns or promotions and continue to assess how we encourage more females into our Field Customer Consultant Role. However, as the population of colleagues remains heavily male dominated, and could mean our bonus figures regress in our next report. There are also a variety of roles in Orbit which do not standardly receive a bonus and if you combine all these factors together, they explain our bonus gap.

We continue to ensure a level playing field for the roles eligible for bonus so there are no accessibility issues to colleagues performing the same bonus eligible role. Male and Female colleagues who carry out similar or the same roles are paid equally when variations in experience, skills and performance are taken into account. Our benchmarking frameworks ensure this, and the Pay Equity review we conducted validated it.

The measurement period is 12 months ending the 5 April 2023.

## Helpful understanding

- 'Pay' is base salary and 'Bonus' is any additional bonus payments including Long Term Incentives.
- For Pay the 'measurement period' means the pay period in which the 5th April falls.
- For Bonus the 'measurement period' means the 12 months prior to pay period in which the 5th April falls

